THE ROLE OF EMPLOYEE ENGAGEMENT IN RETAINING GEN Z EMPLOYEES IN THE IT SECTOR

SHORT SYNOPSIS

Submitted in partial fulfillment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

by

Rakhi Arora Pruthi

Registration No. MRUMCDN012K230064

Under the supervision of

Dr. Animesh Singh

Professor, Manav Rachna University

Department of Business
School of Business

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MANAV RACHNA UNIVERSITY
Declared as State Private University vide Haryana Act 26 of 2014

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Date: 26 Nov 25

DECLARATION BY THE SCHOLAR

I hereby declare that the short synopsis entitled **The Role of Employee Engagement in Retaining GenZ Employees in the IT Sector** being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in the Department of Business under the School of Business of Manav Rachna University, Faridabad during the academic year 2025 – 2026.

It is the work that is expected to be carried out under the supervision of Dr. Animesh Singh, Professor, Manav Rachna University, Faridabad

Further, it is declared that the short synopsis is within the plagiarism limit and a copy of the same is attached as per the University norms.

Rakhi Arora Pruthi
(Name and Signature of the Scholar)
Registration Number MRUMCDN012K230064

MANAV RACHNA UNIVERSITY

Declared as State Private University vide Haryana Act 26 of 2014

MANAV RACHNA UNIVERSITY

Date: 26 Nov 25

CERTIFICATE BY SUPERVISOR

This is to certify that, the short synopsis entitled **The Role of Employee Engagement in Retaining Gen Z Employees in the IT Sector** is an original piece of work done by research scholar Rakhi Arora Pruthi under the Supervision of Dr. Animesh Singh, for the degree of Doctor of Philosophy in the Department of Business under the School of Business of Manav Rachna University, Faridabad during the academic year 2025 – 2026.

Further, it is certified that the short synopsis is within the plagiarism limit and a copy of the same is attached as per the University norms.

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ABSTRACT

The employees are an asset to the organization and for any organization retaining employees is a challenge and becomes key strategy for HR. The COVID-19 pandemic, coupled with the global economic slowdown, significantly disrupted business operations across sectors.While most industries experienced prolonged shutdowns, the IT sector largely transitioned to remote work.Since the employees were working remotely, it was a challenge for Human Resource department to retain employees. Organizations with weak engagement practices often face higher levels of attrition and the organizations where employees are highly engaged shows high satisfaction, commitment which leads to retention. Employee retention continues to be a persistent concern within the IT industry. Many research studies showed that the employees can be retained by various ways. Over the past decade, the IT industry has developed as one of the growing sector in the Indian economy and serves as a major source of job creation.

This study aims to evaluate how engagement factors such as rewards system, Supervisor behavior / Leadership style, Career growth opportunities and work-life balance leads to retention with moderation of Perceived Organizational Support. A mixed-methods approach will take into consideration where both qualitative and quantitative tools will be used to collect insights from Gen Z employees of IT organizations.

In this research, employee engagement is conceptualized as the independent variable, while retention intention is considered the dependent variable. Perceived Organizational Support (POS) serves as the mediating factor, to assess its role in shaping the relationship between engagement and intention to stay. The aim of this study is to evaluate how employee engagement influences retention outcomes and to identify whether POS significantly mediates this relationship. Owing to the limited empirical research addressing this particular set of variables, the study centers on Gen Z employees in the IT sector, as this cohort represents a critical and unexplored part of today's workforce.

Objective of this research is to identify the Employee Engagement factors and prioritize them. Also to measure the influence of employee engagement on employee retention. We will also investigate whether POS mediates the association between employee engagement and retention. It highlights the importance of tailoring engagement strategies to the unique preferences of Gen Z employees. Also provides some actionable insights for IT companies that will align with Gen Z expectations in order to reduce attrition and enhance organizational resilience.

Keywords : Employee Engagement, Retention, IT Industry, POS

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The Role of Employee Engagement in Retaining Gen Z Employees in the IT Sector

1. Introduction -

Employee engagement is a critical focus area for organizations, especially in the IT sector, where innovation and adaptability determine success. The concept was first introduced by Kahn (1990), who pioneered the academic study of engagement. Building on this foundation, Schaufeli and colleagues (2002) at Utrecht University developed and validated a measure to assess attitudinal engagement. According to Kahn (1990), engagement involves more than just employees' physical presence at work—it reflects their emotional and cognitive involvement in their roles. Emotional attachment, in particular, contributes significantly to long-term employee retention. Kahn also identified three key psychological conditions that foster engagement: meaningfulness, safety, and availability.

The Employee Engagement Scale (EES) was created as the first comprehensive tool to accurately measure employee engagement, setting it apart from the concepts such as job engagement (Rich et al., 2010; Saks 2006), work engagement (Schaufeli, Salanova, Bakker, 2002 & González-Romá), organizational engagement (Saks, 2006), as well as social engagement (Soane, Truss, Shantz, Rees, Alfes, & Gatenbytt, 2012). It was intentionally developed to capture the three key dimensions of engagement—cognitive, emotional, and behavioral energy (Shuck, Osam, Nimon, & Zigarmi, 2017). The theoretical foundation of the EES is grounded in Kahn's (1990) original framework of personal engagement.

Kim and Lim (2020) similarly inferred that organizations that consistently provide support to their employees are more inclined to engage their workforce and ensure long-term retention. Pandita and Ray (2018) stated that a highly engaged employee is considered as a major asset to any organization, owing to their dedication and loyalty. The level of engagement and commitment that employees feel towards their work, plays a crucial role in their longevity within an organization.

As per existing situation, a large section of the employees includes the younger millennial generation because the Silent Generation has retired, the Baby Boomers are retiring and an increasing number of Gen Z are entering the corporate world (Kirchmayer & Fratričová, 2017, Abate, 2018, Maloni et al., 2019, Chareewan et al., 2020, Acheampong, 2021). Worldwide,

Gen Z age group is over 2 billion (Koop, 2021). (Mărginean, 2021) estimated that Gen Z will account for approx 27% of the workforce by 2025. They are expected to become the largest group of entry-level employees entering the working sector in the future (Aggarwal, 2020). Therefore, employers have begun concentrating on Gen Z to gain a deeper insight.

Kılıç et al. (2021) define Generation Z as individuals born between 1996 and 2010, while Dimock (2019) identifies Gen Z from 1997 to 2012. These people are commonly known as the "net generation", "Facebook generation", "digital natives" or " iGeneration" (Bencsik et al., 2016).

As per Chillakuri and Mahanandia (2018), Generation-Z employees and their way of thinking and working patterns are different from previous generations. They have the capability to manage their responsibilities remotely and desire flexible work options. Furthermore, they highly value work-life balance and are not willing to compromise on it under any circumstances. Due to their exposure to rapid technological advancements and innovation, they are also referred to as Generation I, Digital Natives, Gen Wii, etc. (Bascha, 2011; Tulgan and Rain Maker Thinkign Inc, 2013).
Gen Z expects equality, equity and fairness in all organizational decisions and processes**.** Their work preference is different and look for flexibility, alignment with the company's mission, well defined roles and opportunities for growth. Hence, it can be presumed that by recognizing factors that improve employee engagement, one can increase employee's retention.

In this research, **Perceived Organizational Support (POS)** focuses as a mediating role, which reflects the extent to which employees believe their organization and values their contributions. Further, it is crucial to explore how **employee engagement** impacts the retention of **Generation Z employees**. Therefore, the present study seeks to achieve the following objectives:

- The key factors of employee engagement that resonate with Gen Z in the IT sector, such as Growth opportunities, Work life balance, Reward system, and Supervisor Behaviour etc.
- Measure the influence of employee engagement on employee retention.
- Investigate how POS mediates the relationship between employee engagement and retention,
- Prioritize the most impactful factors of employee engagement to help IT organizations tailor their strategies for attracting, engaging, and retaining Gen Z talent.

2. **Review Of Literature -**

The literature review is a vital component of any research analysis, providing required input for the researcher to frame the research study on the select topic. In order to extend the extensive work conducted so far and to enhance clarity, this study undertakes a systematic review of the literature on employee engagement, employee retention, POS and the IT industry, seeking to synthesize the current thinking and findings.

Employee Engagement:

Employee engagement plays a vital role in organizational success, with the potential to improve net profit margins by as much as 6% (Kruse, 2015). Research indicates that key drivers of engagement include transformational and transactional leadership, work–life balance, respect, job significance, autonomy, corporate social responsibility (CSR), opportunities for growth and development, technology, recognition, perceived self-worth, and organizational structure. When organizations actively invest in these factors, they can cultivate stronger employee engagement, leading to higher profitability, lower turnover rates, and greater overall productivity.

Multiple scholars, organizations, and institutions across countries have defined employee engagement in different ways. The concept was first introduced by **Kahn (1990),** who described it as the process of employees bringing their full selves—physically, emotionally, and cognitively—into their work roles, expressing themselves through active involvement in their professional responsibilities

The **Employee Engagement Scale (EES)** consists of twelve items derived from **Kahn's (1990)** framework of personal engagement, which emphasizes three core dimensions — **cognitive, emotional, and physical engagement**. **Figure 1** presents a visual representation of the EES model as outlined in the research conducted by **Shuck et al. (2017)**, illustrating the structure and components of the scale.

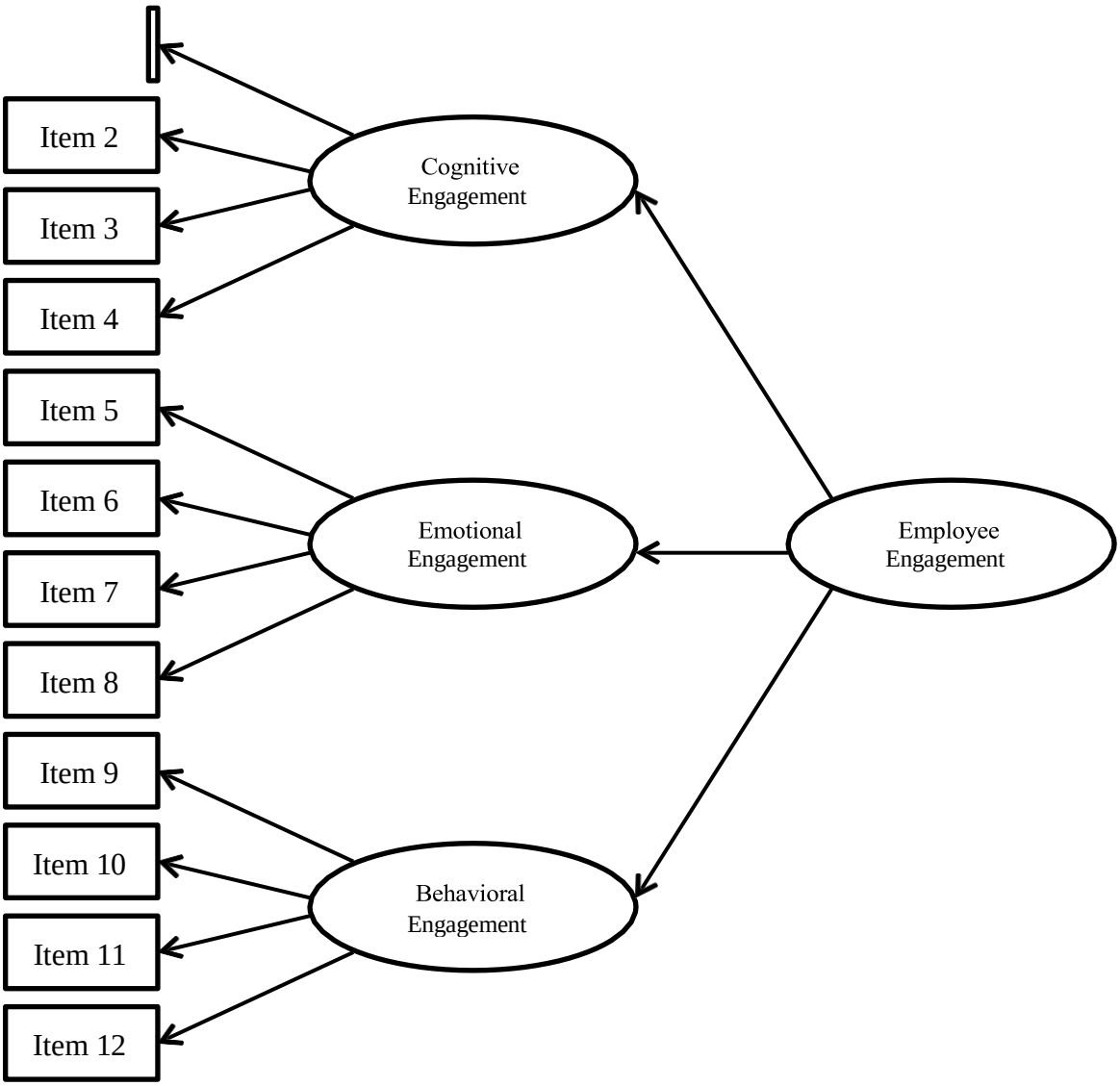


Figure 1. Visualization of Shuck et al.'s (2017) EES model.

Theoretical Frameworks of Employee Engagement -

Different researchers explain employee engagement from different theoretical perspectives in their empirical studies. This review explores employee engagement through the lenses of the needs-satisfaction framework, the JD-R Framework and Social Exchange Theory as detailed below:

- **The needs-satisfaction framework** – Employees are incline to be more engaged, when there three psychological needs are fulfilled: meaningfulness, safety, and availability, according to Kahn (1990). Whenever these resources are not provided by the organization, individuals are likely to disengage themselves and protect themselves from their roles.

- **JD-R Framework**- Employee engagement is also impacted by Job Demands-Resources Model (Salanova et al., 2005; Schaufeli et al., 2009,Bakker et al., 2005; Hakanen et al. Salminen et al., 2014,2009; Crawford et al., 2010;). This model suggests that different organizations function with different working environments, but the features of these environments can be generally classified into two broad categories : Job resources and Job demands. The JD-R model helps explain the assumption that providing employees with job-related resources by the organization will more likely lead to their engagement with work.

- **Social Exchange Theory**- Social exchange theory was developed by a sociologist George Homans in 1958 and originally appeared in his essay 'Social Behavior as Exchange' that focused on understanding people and their behaviors. According to the theory, each party owns something of value the other wants and the parties decide what to exchange and the quantity.

  According to Hossen et al. 2020, from the perspective of Social Exchange Theory, reciprocal relationships elicit employees' motivation to pursue their benefits, encouraging them to be loyal to the organization and improving organizational performance. According to SET, employees are likely to maintain continuous engagement as a result of this reciprocal exchange, which finally improves the organization's overall performance (Hossen et al., 2020).

Perceived Organizational Support -

POS has an impact on an employee's level of engagement. The degree to which individuals dedicate their cognitive, emotional, and behavioral efforts to accomplish successful organizational outcomes is referred to as Employee Engagement. According to social exchange theory, when employees perceive high organizational support, they feel an obligation to reciprocate through

increased emotional, cognitive, and social attachment to their work and organization, which enhances engagement (Opoku, 2024). Studies indicate that Perceived Organizational Support (POS) not only has a direct positive effect on employee engagement but also serves as a mediating variable that enhances the link between organizational factors and engagement outcomes (Sihag, 2021; Bonaiuto, 2022). Therefore, POS is conceptualized as a mediator in this study.

For example, research has shown that employees who perceive high organizational support experience lower levels of work-related stress and tend to resume work more quickly following an injury (Shaw et al., 2013).As per Rhoades & Eisenberger (2002),POS (Perceived Organizational Support) refers to employees' belief that their organization values their contributions and cares about their well-being .Employee welfare, contribution, personal objectives, appreciation and self-development are the 5 POS pointers (Rhoades et al. 2001).

As per Eisenberger, Huntington, Hutchison & Sowa (1986), Organizational support theory also clarifies the development of POS and its positive outcomes for both employees and organizations.

Retention -

Employee retention refers to retaining employees for a long period with the same organisation (Hausknecht, Rodda and Howard, 2009; Bidisha and Mukulesh, 2013). Chiboiwa, Chipunza and Samuel (2010) briefed retention as a step taken to reduced competent employees from leaving the organization.

Johnson (2000) described that retention as the organization's capability to hold employees they value. "It suggests that retention efforts mainly focused on skilled employees. Therefore, employee retention is a deliberate approach used by many organizations to retain a dynamic workforce that meets their operational needs. Organizations can improve employee retention by applying few like effective communication, hiring a diverse employees, hire appropriate skilled employees and providing training programs to employees".

Generation Z, the youngest group now entering the workforce, includes individuals in their mid-twenties and younger. Therefore, this study aims to explore the diverse motivations of Gen Z employees, offering insights that can help employers better engage with and manage them.

Generations -

Presently, the workforce includes Baby Boomers, Generation X, Millennials and Gen Z.

- **Baby Boomers**

As per Pew Research Center, 2018, generation born between 1946 and 1964 are Baby Boomers. They tend to value traditional traits such as loyalty, discipline and hard work. "They prefer face to face communication. Also like stability in job and spend their career in one company. They are one of the most prominent generations in history".

- **Generation X (Gen X)**

After Baby Boomers, Generation X born between 1965 and 1980 (Pew Research Center, 2018) and are called "middle child" generation. This generation is considered by existing research as **being "responsible" and independent (Berezan et al., 2018; Mintel, 2016).** They are raised with landline phones, cassettes, and the early days of computers. They are also called as "Sandwitch Generation"

- **Millennials (Gen Y)**

This generation came after Gen X and before Gen Z and are born between 1981 and 1995 (Pew Research Center, 2018). They grow up with the rise of Social media, Internet, smartphones and Globalization. Also known as "social media generation". Research recommend that they may require different motivational approaches to achieve and succeed (Berezan et al., 2018; Mazer & Hess, 2016).

- **Generation Z (Gen Z)**

This generation come after Millennials and before Gen Alpha and born between1996 to 2010. They are highly tech savvy as they are the "first generation" to grow up from childhood with Internet,

smartphones and social media. They look for continuous learning and fast growth. They switch jobs if they don't feel valued and look for flexibility (work life balance) and mental health. As per Gen Z they felt pressure from their parents to outshine in their studies (Barna, 2018; Mintel, 2019b).

Baby Boomers, Generation X, and Millennials in the Workplace

The existing literature on generational cohorts in the workplace has often treated these groups as homogeneous.

Although Baby Boomers have started retiring but they still play significant roles in most of the current workplaces. Pires and Luthar (2017) established that they usually hold authoritative positions and are known to be hardworking and are mostly motivated by incentives such as raises, promotions, and recognition.

Unlike boomers, Generation X employees are not motivated by promotions or pay increases (Pires & Luthar, 2017). They prefer work-life balance and make it a priority (Gibson et al., 2009). While most of the millennials are born digital, at times, it can work against them too (Fedorova et al., 2016). According to Hershatter and Epstein (2010), millennials employees welcome feedback from their superiors as to how they should perform their tasks.

Generation Z in the Workplace

There is a very less research done on what Generation Z values at work. Some studies indicate that Generation Z has moderate engagement at work (Statnickė et al., 2019). A recent report suggests that Generation Z wants more independence compared to other generations (Mintel, 2019b). While growing up with technology, Kirchmayer and Fratričová (2018) discovered that Generation Z still values face-to-face communication. There is little research addresses on the expectations of Generation Z desires from employers.

Based on the year of birth and behavioral traits, generations have been broadly classified into seven types as presented in Table 1 (Dolot, 2018; Lidija et al., 2017; Twenge, 2010).

Table 1:Various generations and their timelines

Name of Generation	Born Between	Age in 2023 (Years)	Source
Lost Generation or Generation of 1914	1901 to1927	More than 95	Arar & Yuksel (2015)
Silent or Veteran or Greatest or Peacemaker generation or Traditionalists or Conservatives	1928 to 1944	79 to 95	Hernandez - de- Menendez et al. (2020) Lewis & Wescott (2017)
Generation Baby Boomer	1945 to 1965	58 to 78	Hernandez- de- Menendez et al.(2020)
Generation X (Gen X) or Baby Bust or Slacker or Divorce or Sandwich Generation	1966 to 1979	44 to 57	Hernandez- de-Menendez et al.(2020)
Millennials (Gen Y) or Generation Next, Digital Generation, Digital Natives, Echo Boomers, Screenagers	1980 to1994	29 to 43	Hernandez- de-Menendez et al. (2020)
Generation Z (Gen Z) or iGeneration, Dot-com kids, New Silent generation	1995-2010	24 to 28	Bencsik et al. (2016), Böhlich, Susanne, Axmann (2020), Francis & Hoefel (2018)
Generation Alfa	2010 till date	13 and under	Bencksik (2016), Hernandez-de-Menendez et al. (2020)

The existing literature on generational cohorts in the workplace has often treated these groups as homogeneous. We contextualize our findings on Gen Z by briefly reviewing prior research on the different generational cohorts' experiences in the workplace.

However, though they have started retiring, Baby Boomers still play significant roles in most of the current workplaces. Pires and Luthar (2017) established that they usually hold authoritative positions and are known to be hardworking and are mostly motivated by incentives such as raises, promotions, and recognition. Gibson et al. (2009) explained that, compared to other generations, Baby Boomers are more inclined to stay in jobs that they dislike because of their traditional approach to work-oriented attitudes and high stress tolerance, as indicated by Abate et al. (2018).

Unlike boomers, Generation X employees are not motivated as much by promotions or pay increases (Pires & Luthar, 2017). They cite work-life balance as a priority (Gibson et al., 2009). They typically work with several employers during their lifetime and have been assessed as less loyal compared to other generations (Pires & Luthar, 2017). This generation is also looking forward to ongoing learning and has portrayed a good deal of independence and self-reliance (Bova & Kroth, 2001).

Most millennials are digital natives, but at times, their digital skills can work against them (Fedorova et al., 2016). According to Hershatter and Epstein (2010),, millennials in the workplace welcome feedback from their superiors and many a time need clear instructions as to how they should perform their tasks.

3. Rationale of the Study –

3.1 Background of the Study - The IT sector is one of the fastest-growing sectors in the world.

Although the IT industry continues to grow, it still grapples with the ongoing issue of high employee turnover. The increasing entry of Generation Z into the workforce has introduced a new set of expectations that differ noticeably from those of earlier cohorts. Rather than being driven primarily by job security, this generation tends to seek purposeful work, flexible arrangements, opportunities to learn continuously, and a healthy work–life balance. Because employment prospects in the IT sector remain abundant, Gen Z employees often move from one organization to another in search of better workplace cultures, stronger career progression pathways, and greater opportunities for personal growth.

Kahn's (1990) conceptualization of employee engagement positions it as a central factor influencing both organizational performance and long-term workforce stability. Research consistently shows that employees who feel genuinely engaged tend to demonstrate stronger commitment**,** derive greater satisfaction from their roles, and remain more loyal to their organizations (Shuck et al., 2017; Saks, 2006). Yet, despite extensive acknowledgment of its value, many IT firms continue to face significant challenges in effectively fostering and sustaining engagement among Generation Z employees, whose expectations and work preferences differ notably from those of previous generations.

3.2 Research Gaps - The following research gaps were identified.

- **Gen Z Specific Engagement Strategies:** There is extensive research done on Employee Engagement focusing on Millennials or Baby Boomers but limited research on strategies specifically tailored to Gen-Z employees.
- **Sector-Specific Engagement Factors**: Much of the existing research done on across industries. There is limited research specifically focusing on Indian IT sector.
- **Role of POS as Mediating factor and in IT sector**: The role of POS (Perceive organizational support) remains underexplored as a mediating factor in the relationship between engagement and retention and also unexplored in IT sector, particularly in relation to Gen Z employees

3.3 **Problem Statement** -

The IT industry is seeing an influx of Gen Z employees who bring new perspectives, technological agility, and innovative thinking. However, on the other side of the coin, the contribution of the same workforce to early attrition is also increasing. Whenever Gen Z employees feel unmotivated, disconnected they change jobs which leads to high turnover, adding to increased costs of recruitment and training, disrupting project continuity and organizational performance.

Engagement at work has become one of the critical factors that can enhance retention through positive work experiences. However, there is a lack of empirical evidence about which specific engagement factors like "work-life balance", "growth opportunities", "rewards and recognition", and "supervisor behavior "are most influential for Gen Z employees in the IT industry. Moreover, the role of perceived organizational support as a mediating influence in strengthening the relationship between employee engagement and retention remains underexplored.

Thus, the problem that this research will address is the limited clarity on how employee engagement contributes to the retention of Gen Z employees in the IT sector which make it difficult for an organization to plan retention strategies and whether perceived organizational support plays a mediating role in such a relationship.

3.4 Significance of the Study- The purpose of this study is to examine the role of employee engagement in influencing the retention intentions of Gen Z employees in the IT sector. The study draws upon Organizational Support Theory (Eisenberger et al., 2001) and Social Exchange Theory (Blau, 2017) to explain how perceived organizational support and reciprocal relationships foster engagement and retention. Theoretically, this research extends the study of engagement and retention to a generational context by focusing on Gen Z employees. Practically, it equips human resources professionals with actionable insights to design and implement very focused engagement initiatives, including recognition systems, career development programs, and flexible working arrangements to facilitate the retention of Gen Zs. Ultimately, this research will contribute to IT organizations being better positioned to create a more stable, engaged, and future-ready workforce.

4. **Theoretical Framework -**

The proposed research model is based on several theories, as outlined below:

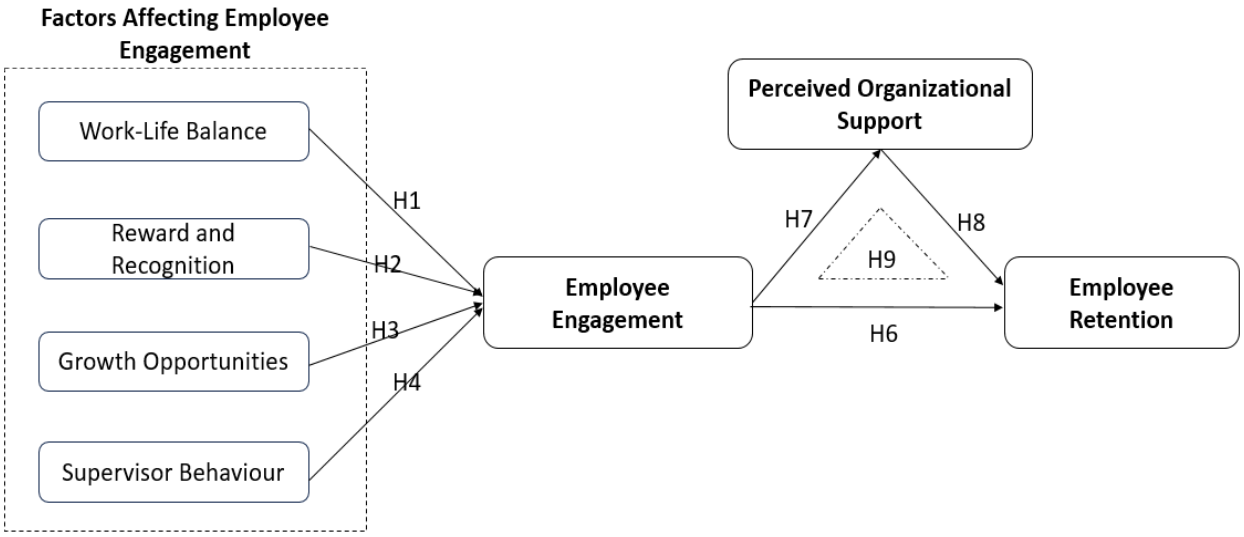
a. Organizational Support Theory (OST) - *Eisenberger et al., 1986*

Developed by Eisenberger, Huntington, Hutchison, and Sowa in 1986. This psychological theory explains the relationship between employees and organization. POS describes how employees form perceptions regarding the level to which their organization give importance to their efforts and is concerned about their overall well-being. This concept is called Perceived Organizational Support (POS). If employees feel supported, they reciprocate with greater commitment, loyalty and hence perform better.

b. Social Exchange Theory (SET) - Thibaut & Kelley, 1959; Blau, (1964)

Social Exchange Theory proposed by **Thibaut and Kelley (1959)**, individuals are inspired to engage in social behaviors when they receive something valuable in return for what they offer. In this context, "**economic exchange"** pertains to tangible rewards such as job offers, whereas "**social exchange**" involves intangible elements like appreciation and respect. **Blau (2017); Eisenberger et al.(2002)** explained when employees perceive genuine care and support from their organization, they tend to feel a sense of obligation to reciprocate by showing higher engagement and aggressively contributing to the success of organizational goals.

5. **<u>Conceptual Model</u> - Model illustrating how EE affects Employee Retention, with POS acting as a mediating factor.**



<u>Conceptual Model</u>

<u>Source – Author's own work</u>

6**. Objectives of the study –**

- To identify factors of EE (employee engagement).
- To measure the influence of EE (employee engagement) on employee retention.
- To investigate whether POS mediates the association between EE (employee engagement) and retention.
- To prioritize factors of EE (Employee Engagement).

7. **Hypotheses** -

H1: Work-life balance positively influences EE (employee engagement).

H2: Rewards and recognition have a positive impact on EE (employee engagement).

H3: Growth opportunities positively affect EE (employee engagement).

H4: Supervisor behavior has a positive influence on EE (employee engagement).

H6: Employee engagement (EE) positively impacts retention.

H7: Employee engagement (EE) positively influences perceived organizational support (POS).

H8: POS (Perceived organizational support) positively affects the retention.

H9: POS (Perceived organizational support) mediates the relationship between EE (employee engagement) and retention.

8. Research Design and Methodology -

8.1 Variables of the Study -

- **EE (Employee Engagement) is the Independent Variable**
    - Operational definition of Employee Engagement in this research is "Level of emotional and mental commitment employees have toward their work and organization"
- **POS (Perceived Organizational Support) is the Mediating variable**
    - Operational definition of POS is "Employees' perception of how much their organization values their contributions and cares about their well-being"
- **Employee Retention is the Dependent Variable**
    - Operational definition of Employee Retention is "likelihood of employees staying with the organization over time".

8.2 Sampling Design -

a. Sampling Frame-

The Information Technology sector is constantly evolving, with EE being a critical factor in organizational success. In this study, the sampling frame will comprise of Gen Z employees of IT Companies. The responses of the employees from IT companies will be collected via Questionnaire in Online Mode.

b. **Sampling Technique-**

Responses will be analyzed on the basis of **Purposive** sampling technique. Equal number of responses will be collected from five prominent Information Technology companies' employees and will be measured for final analysis. Further, the findings of these sample will be used to generalize the results

c. Sample Size -

Sample size must be atleast 500 Gen Z employees. The age group was set to be 27 years or below as this is the current age of generation Z. This particular age group was chosen because of the current issues in workplace, Employers are struggling to engage and retain Gen Z employees.

8.3 Data Collection Instruments-

Structured questionnaire will be used to collect the primary data from Gen Z employees working in IT companies. The collected data will then be analyzed, evaluated, and interpreted accordingly.

a. Employee engagement will be assessed through the **Employee Engagement Scale (EES)** proposed by **Shuck, Osam, Nimon, and Zigarmi (2017)**.
b. Employee retention will be assessed using items adapted from Govaerts et al. (2011), which measure employees' retention.
c. **(POS)Perceived Organizational Support** will be assessed using statements adapted from the instrument developed by **Eisenberger et al. (1986)**.
d. All items will be rated using a five-point Likert scale, where 1 represents *Strongly Disagree* and 5 represents *Strongly Agree*.

8.4 Data Analysis Techniques-

- **Descriptive statistics** will be used to describe the overall distribution and characteristics of the collected data with mean, median, mode, frequency, standard deviation, kurtosis, variance, skewness and percentage will be computed.

- **Statistical techniques** including t-tests and regression analysis, will be utilized to evaluate the proposed hypotheses and analyze the relationships among the study variables.
- **Structural Equation Modelling (SEM)** approach will be used to understand the mediation pathways and to validate the proposed framework.

9. Contributions of the Study-

The study offers several important contributions to both academic literature and industry practice.

- **Identification of Key Engagement Drivers.**
- **Clarification of Engagement–Retention Link**.
- **Role of Perceived Organizational Support (POS)**
- **Strategic Guidance for HR Practices.**
- **Prioritization of Engagement Factors**
- **Contribution to Gen Z Workforce Literature**

These contributions collectively provide a roadmap for IT organizations seeking to attract, engage, and retain Gen Z employees.

10. Scope of Research Study-

The scope encompasses exploring the relationships among employee engagement, POS, and retention within the Gen Z employees in Information Technology sector. Also identify which engagement elements matter most, and how organizational support can mediate these dynamics to enhance retention.

The findings are expected to offer practical guidance for HR teams and organizational leaders in shaping engagement and support practices that can strengthen the retention of Gen Z employees in the Indian IT sector.

11. Limitations of Study-

- **The Sample size**: If the research relies on a small or non-random sample, findings may not correctly represent the larger population.
- **Time and resource constraints**: Limited time, access to participants and data can restrict the scope of the study.
- **Data limitations**: Incomplete or biased data can affect the reliability of the findings.
- **Unanticipated challenges**: Concerns like participant dropout, technical problems, or changes in external conditions can also impact the study.

12. Chapter Outline -

This research is divided into five major chapters. These are listed in the following table:

S. No.	Chapterization	Topic
1.	Chapter One	Introduction.
2.	Chapter Two	Literature Review.
3.	Chapter Three	Research Methodology.
4.	Chapter Four	Results & Discussion.
5.	Chapter Five	Conclusion, Implications, Limitations & Future Research Directions

13. References -

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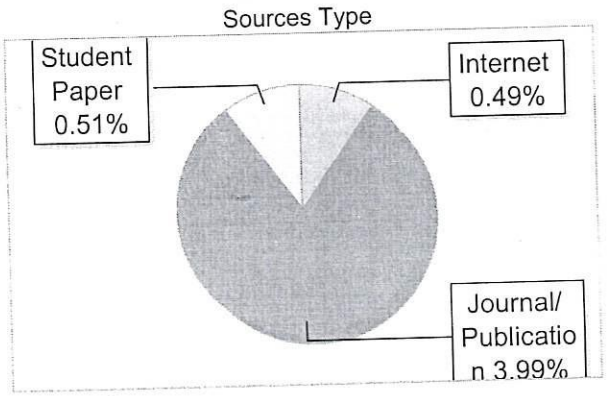

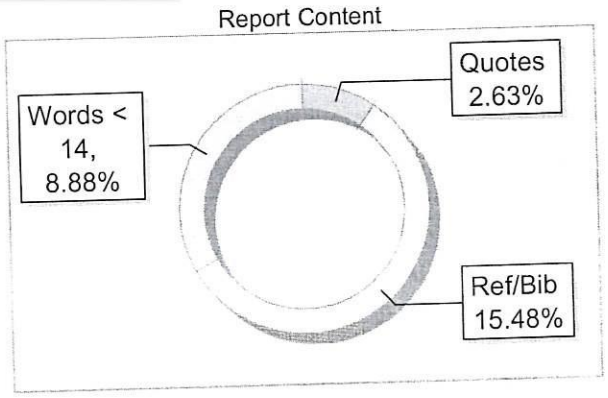

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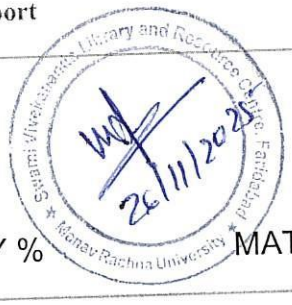

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THE ROLE OF EMPLOYEE ENGAGEMENT IN RETAINING GENZ EMPLOYEES IN THE IT SECTOR

SHORT SYNOPSIS

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ABSTRACT

The employees are an asset to the organization and for any organization retaining employees is a challenge and becomes key strategy for HR. The COVID-19 pandemic, coupled with the global economic slowdown, significantly disrupted business operations across sectors.While most industries experienced prolonged shutdowns, the IT sector largely transitioned to remote work.Since the employees were working remotely, it was a challenge for Human Resource department to retain employees. Organizations with weak engagement practices often face higher levels of attrition and the organizations where employees are highly engaged shows high satisfaction, commitment which leads to retention. Employee retention continues to be a persistent concern within the IT industry. Many research studies showed that the employees can be retained by various ways. Over the past decade, the IT industry has developed as one of the growing sector in the Indian economy and serves as a major source of job creation.

This study aims to evaluate how engagement factors such as rewards system, Supervisor behavior / Leadership style, Career growth opportunities and work-life balance leads to retention with moderation of Perceived Organizational Support. A mixed-methods approach will take into consideration where both qualitative and quantitative tools will be used to collect insights from Gen Z employees of IT organizations.

In this research, employee engagement is conceptualized as the independent variable, while retention intention is considered the dependent variable. Perceived Organizational Support (POS) serves as the mediating factor, to assess its role in shaping the relationship between engagement and intention to stay. The aim of this study is to evaluate how employee engagement influences retention outcomes and to identify whether POS significantly mediates this relationship. Owing to the limited empirical research addressing this particular set of variables, the study centers on Gen Z employees in the IT sector, as this cohort represents a critical and unexplored part of today's workforce.

Objective of this research is to identify the Employee Engagement factors and prioritize them. Also to measure the influence of employee engagement on employee retention. We will also investigate whether POS mediates the association between employee engagement and retention. It highlights the importance of tailoring engagement strategies to the unique preferences of Gen Z employees. Also provides some actionable insights for IT companies that will align with Gen Z expectations in order to reduce attrition and enhance organizational resilience.

Keywords : Employee Engagement, Retention, IT Industry, POS

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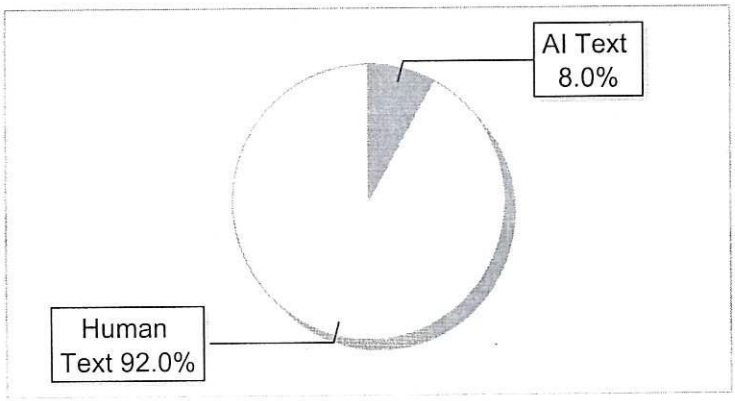

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